

STATE FAIR PARK

Partnering Committee Report & Recommendations

**Presented To Governor Mike Johanns
and the Nebraska Legislature**

Executive Summary

January 15, 2004

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Section A. Introduction

A1. Partnering Committee and the Governor's Charge

At the October 2003 meeting of the State Fair Board, there was a public admission that the State Fair and its campus (State Fair Park) was in a dire short term and long term financial crisis.

To help with this daunting task of finding a new model, Governor Mike Johanns, Mayor Coleen Seng, Chancellor Harvey Perlman, LPS Superintendent Phil Schoo and Lincoln Chamber of Commerce President James Fram, asked several community and governmental leaders to work closely with the State Fair Board to help study the problems and opportunities and to recommend a set of concepts for a viable State Fair. This unofficial effort is known as the "Partnering Committee." This Committee has no formal power or authority. It merely represents an effort by a group of citizens, volunteering hundreds of hours, to address an important State asset – the State Fair. The Governor charged the informal group to "think outside the box" and make its findings and recommendations to the Legislature and the Governor by January 15, 2004.

During November and December 2003, the Partnering Committee met five times. In addition, a "Staff Group" met five other times to provide technical guidance and help generate "facts and data" for the Partnering Committee's consideration. Appendix 1 contains the 17 members of the Partnering Committee and the 23 members of the Staff Group.

On January 9, 2004, a draft of this report was presented to the State Fair Board for their input and advice. After discussion, the State Fair Board unanimously passed a motion supporting the overall "concepts" contained in this report, recognizing that over time, with more detail dialogue, specific actions and recommendations contained in this report will be modified by the State Fair Board and/or other key stakeholders.

A2. Purposes of a State Fair

Traditionally, a state holds a state fair to:

- Celebrate the progress of the state
- Provide exhibit spaces for agriculture, commercial and industry
- Educate and provide information to youth and adults
- Provide an energetic setting for reunions of families and friends
- Encourage and foster economic development
- Entertain its citizens

While a certain percentage of visitors appreciate the celebration, exhibits, educational value, reunions, and economic development, the vast majority of people attending a state fair come to be entertained. This report often refers to the entertainment aspect as the “glitz and pizzazz.” In short, the reason the Nebraska State Fair has serious economic troubles is, the recent State Fairs have been missing glitz and pizzazz. Some of the missing entertainment pieces result from a lack of cutting edge programming, while other missed opportunities and difficulties arise from use of antiquated and obsolete facilities and buildings.

A3. State Fair Park and the State Fair Board

State Fair Park is a 251 acre tract located near North 17th & Holdrege Streets, Lincoln, Lancaster County, Nebraska. The State of Nebraska, under the stewardship of the State Department of Administrative Services, is the owner of the land and buildings within State Fair Park. In turn, the State of Nebraska (similar to a landlord) has a 10-year Operating Agreement with State Fair Board (similar to a tenant) to operate, manage, maintain and repair the State’s lands and buildings in exchange, State Fair Board receives and uses all the net income off the State’s land and buildings.

The State Fair Board is comprised of 13 board members and is a not for profit 501 (c) (5) organization set out in the Nebraska State Statutes to operate the State Fair. Operating over an \$8 million annual budget, State Fair Board employs 75 year-round employees and 550 seasonal employees. Presently, the State Fair budget and operations centers around four primary programming areas:

1. **State Fair** (10-day event held at the end of August and the first part of September).
2. **Live horse racing** (34 days of live horse racing and betting, generally held from the middle of May to the middle of July.)
3. **Simulcast horse racing** (televised horse races from other tracks around the nation and betting, comprising 240 days generally held year-round.)
4. **Off-season events** (other scheduled events using the property and facilities throughout the year).

A4. Prior State of Nebraska Economic Assistance

The State Fair Board has historically been self-sustaining and received no direct State support or funding except:

- Prior to 2002, the State appropriated funds to assist for 4-H and FFA operating costs and premiums. The amount of the annual appropriated funds varied year to year, but the highest level was \$300,000. When the State had to make major spending cuts in 2002, the 4-H and FFA operating costs and premiums were eliminated from the biannual state budget. A one time federal grant for \$293,000 was secured to fund the 4-

H and FFA programs in 2002. But no State or Federal operating monies were available in 2003 nor are monies available for the coming 2004 State Fair.

- In the last 10 years, the State Fair Board received \$247,000 from the State of Nebraska Task Force for Building Renewal (309 funds) for building and infrastructure rehabilitation.
- In 2003, the State made a \$500,000 general appropriation for electrical improvements.

Section B.

B1. Economic Losses

In recent years, the State Fair Board has seen its costs go up faster than its revenues, creating approximately \$1.1 million of liabilities and serious cash flow problems. Last year, each of the four programming areas registered an accounting loss: State Fair (\$207,002); Live Horse Racing (\$209,332); Simulcast Horse Racing (\$132,826); and Off-Season Events (\$174,535). The State Fair Park total 2003 loss was \$724,000 and over the last three years, losses have totaled \$2,358,000. Every building has significant problems ranging from ADA deficiencies, significant code issues, deferred maintenance (e.g., leaky roofs) or poor energy management (e.g., inadequate windows, heating systems, lacking air conditioning or poor air handling).

Meanwhile, the State's economy has been weak. Responding to the slow down, the State Fair Board made budget cuts that may have hurt gate receipts and ticket sales—thus leading to additional losses.

It is clear that without additional funding to provide more glitz and pizzazz in programs and to improve the physical condition of the property, State Fair Board will have no choice but to:

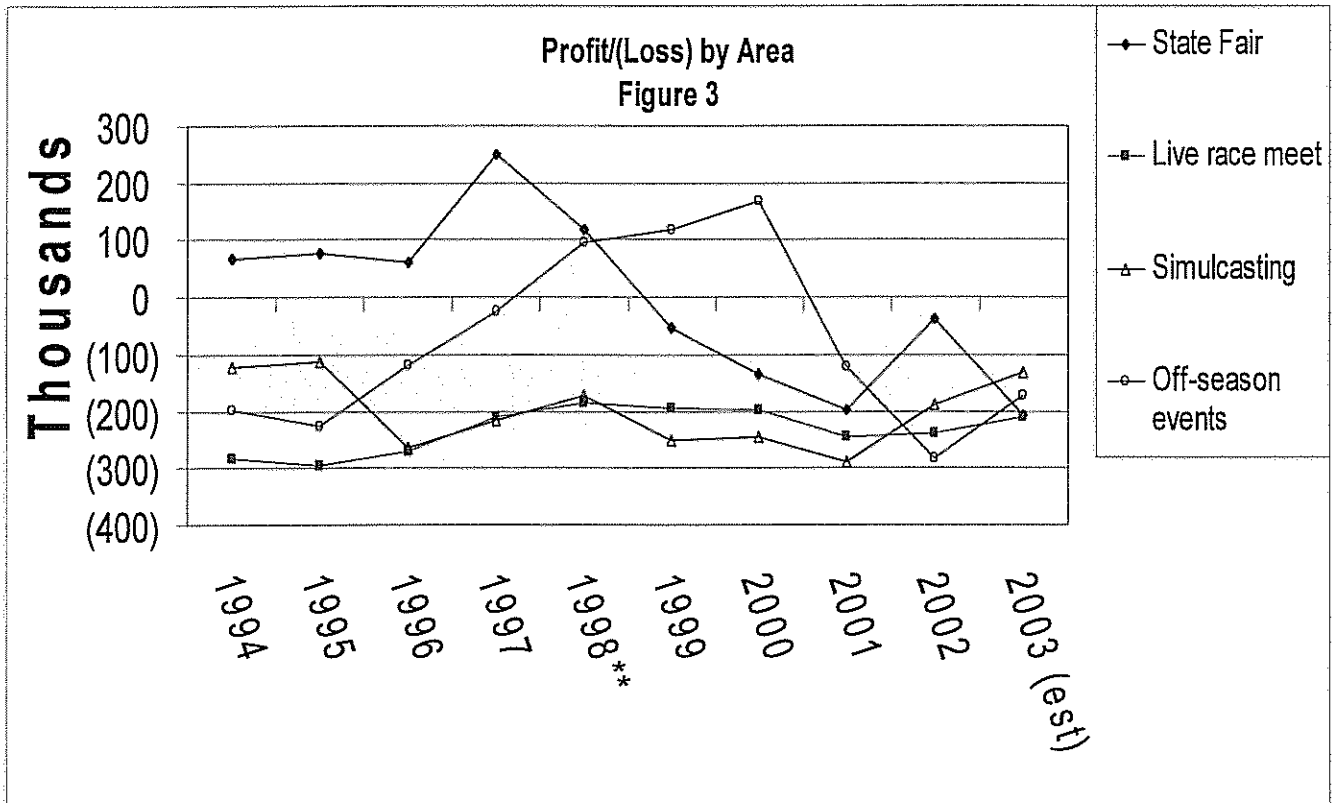
- (i) cease doing business and stop the 135th year continuous tradition of a State Fair;
- (ii) declare bankruptcy and try to get court approval of a viable reorganization plan under the protection of bankruptcy; or
- (iii) hope the Board can renegotiate and amend its operating agreement with the State of Nebraska and shift many of the building and/or operating liabilities back to the State as landlord.

The decision to close down the State Fair creates a serious ripple effect. LB 236 that created the new State Fair Board states that its mission is to produce the State Fair. If the State Fair ceases, then it would be problematic for the State Fair Board to elect to continue to operate horse racing or off-season events. This

would leave the Horsemen's Benevolent & Protective Association and the horse racing industry in the precarious position of having to determine whether to take over horse racing operations at State Fair Park. Even if the horse racing industry would desire to take over horse racing at State Fair Park, there are a series of major legal and policy issues that may be difficult to overcome.

B2. State Fair Park's Ten Year Fiscal Picture

Figure 1 below shows the Profit/(Loss) for the last 10 years for the four program areas.



B3. State Fair Attendance Records

Recent State Fair attendance records (Figure 2 reflects the downward fiscal losses.

State Fair Attendance Records		
Figure 2		
Year	Attendance	Fair Duration
1909	30,000	over 6 days (estimate)
1919	250,000	over 6 days (estimate)
1942	145,000	over 6 days (estimate)
1963	375,000	over 6 days (estimate)
1997	389,000	over 11 days (gate count)
1998	349,000	over 11 days (gate count)
1999	367,000	over 11 days (gate count)
2000	350,000	over 11 days (gate count)
2001	300,000	over 11 days (gate count)
2002	284,000	over 11 days (gate count)
2003	238,000	over 11 days (gate count)

Source: Nebraska State Fair Park 2000 Master Plan and Nebraska State Fair Park Staff

B4. What Has Contributed to the State Fair Problems

There is no single problem that has seriously injured the State Fair. There has been a series of contributing factors:

1. More Entertainment & Family Choices

The State Fair is faced with stiffer competition from a variety of entertainment choices, with fewer resources to compete successfully. Meanwhile, Nebraska family units and family happenings, events, and celebrations have changed.

2. State Shift from Agricultural to Urban

Changes in agriculture have altered the profile of the State Fair patron. In 1930, 42% percent of the State's population lived on a farm. Based upon the 2000 census, only 5% of the population resides on farms. While parents and grandparents may have memories of the farm and attendance of agriculturally based State and county fairs, their children most likely do not relate to farming or to fairs. Demographics show the average State Fair patron is 41 years old, female, with an income of \$39,000 to \$42,000 per year. 44% of the visitors are from Lancaster County, 15% from

Omaha and the remaining 41% from the balance of the State. Few University students attend the State Fair.

3. Some Program Cuts Drastically Hurt Programming and Increase Losses

Certain cuts in livestock shows, premiums, advertising, and concerts have resulted in less expense, but also in a poorer product, causing less patron attendance. Bigger losses have resulted from trying to cut expenses.

4. Failure to Attract More Off-Season Events

Other successful state fairs across the country are becoming major "places" 365 days a year. The off-season events (or non-fair events) are generating new revenues to support state fairs. The State Fair off-season facilities and space have been hard to market and lease. The facilities are old, in need of repair, and with the exception of Ag Hall and Exposition Building, lack air conditioning. Further adding to the demise, Lancaster County Ag Society's Event Center at N. 84th Street & Havelock Avenue is a newer mouse trap and has attracted many off-season businesses away from State Fair Park.

5. Serious Building Disrepairs and Deficiencies

Simply put, the State Fair buildings and facilities are getting old and there have not been available monies to set aside for maintenance and repairs. The State Fair Board's architects, Sinclair Hille Architects, estimate to address the important building deficiencies at State Fair Park would cost a minimum of \$6.1 million in 2003 dollars.

6. Aging Infrastructure

Besides problems with building condition and maintenance, the infrastructure (roads, sidewalks, water, sewer, and electrical) needs updating. Because of the age, these utilities and facilities will start failing if not replaced or updated soon. The most serious infrastructure deficits lie with the street, sidewalks and pedestrian ways.

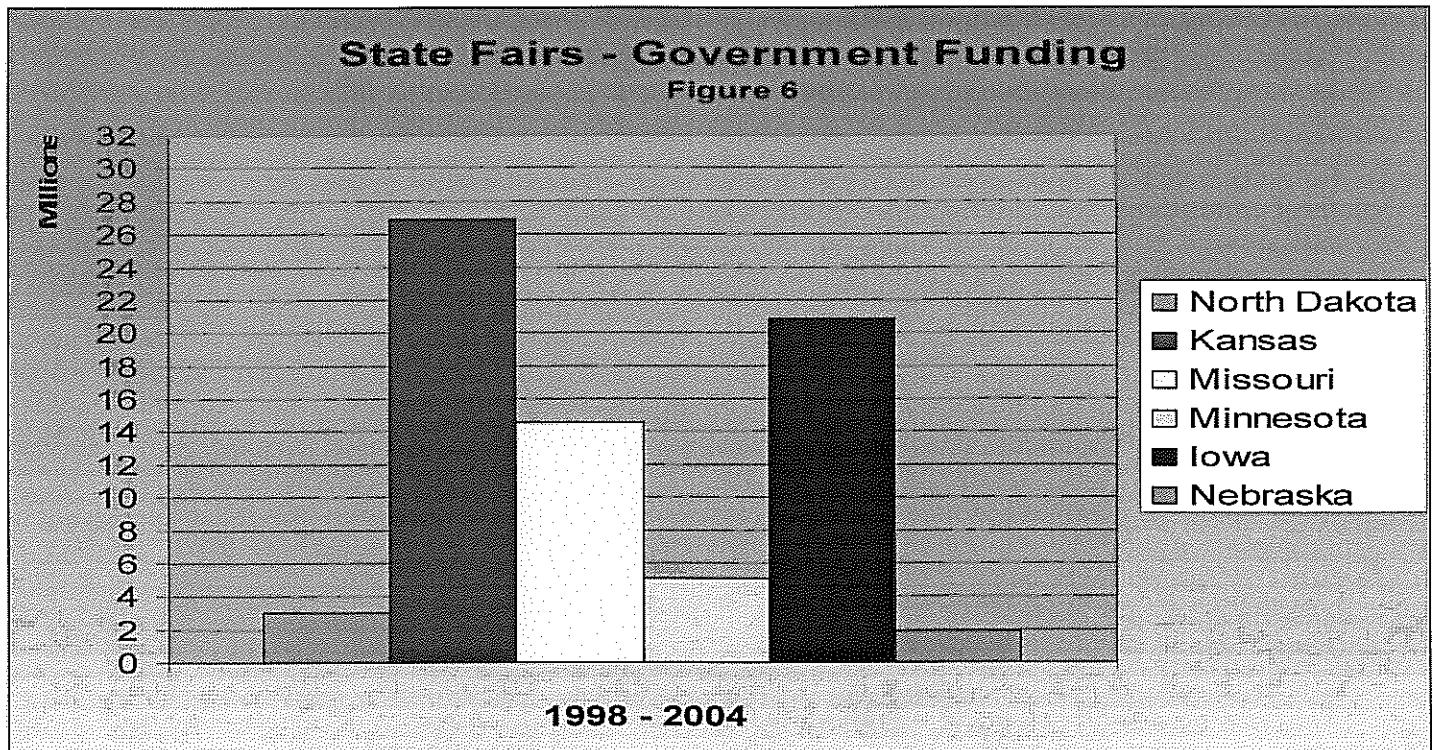
7. Site Limitations

Over 64% of State Fair Park is located in the designated 100 year floodplain. Many of the existing structures are at an elevation which subjects them to flooding. The flooding threat makes rehabilitation and improvements difficult. The present flood plain policy only allows 30 percent of the 160 flood plain acres to be filled.

8. The State Fair Has Not Received Enough Governmental Assistance

There appears to be a correlation between a successful state fair and the amount of governmental assistance a state fair receives. Nebraska's State Fair historically receives very little governmental assistance. As a result, the programming and entertainment products have suffered. The State Fair Board staff surveyed the states surrounding Nebraska, plus North Dakota and Minnesota which is the "most successful state fair", according to informed sources. The purpose of the survey was to determine the various levels and types of governmental support. Three states did not respond (Colorado, Wyoming and South Dakota).

Every surveyed state's governmental assistance amount exceeded Nebraska's \$1.9 million. Of the responding five states, Kansas led the way with almost \$27 million of governmental support over a seven year period (1998 to 2004). Iowa came in second with over \$20 million, followed by Missouri (\$14 million) and Minnesota (\$5 million). See Figure 3. By far the major type of state governmental assistance is for capital construction projects, followed by programming and finally maintenance of grounds and facilities. See Figure 4



Surrounding States Funding Assistance Comparison

Figure 4

State	State Capital Construction Projects	State Programming & Operating	State Maintenance	City or County Programming & Operations	Total
North Dakota State Fair	\$630,000	\$1,044,837	0	\$1,351,283	\$3,026,120
Kansas State Fair	\$26,267,168*	\$666,150	0		\$26,933,318
Missouri State Fair	9,314,635	\$4,672,028	\$558,450		\$14,545,113
Minnesota State Fair	\$5,108,000	0	0		\$5,108,000
Iowa State Fair	\$20,820,000	0	0		\$20,820,000
Nebraska State Fair	\$637,225	\$1,284,629	0		\$1,921,854
Total	\$62,77,028	\$7,667,644	\$558,450	\$1,351,283	\$72,354,405

Source: Nebraska State Fair Staff

Note: Kansas State Fair funding includes \$25 million of a total of \$29 million in bonds for master plan projects. The \$25 million is to be paid by state, city and county governments over a 20 year period. The remaining \$4 million will be paid from the Kansas State Fair budget.

Section C. The Opportunities

C1. Economic Impact Study

A recent Economic Impact Study (October 2003), prepared by Charles Lamphear, estimated State Fair Park generates a total direct and indirect economic impact of \$27.8 million in 2003. Based upon operating and patron expenditures for the State Fair, horse racing and off-season events, the direct impact equaled \$11.2 million. The estimated indirect impact totaled \$16.6 million or a 2.48 economic multiplier effect. While the Economic Impact Study was completed rapidly, and therefore, subject to further refinement and scrutiny, the economic impact numbers are very large to Lincoln and to the State.

C2. Antelope Valley Projects

The approved Antelope Valley Projects are estimated to cost approximately \$225,000 million (2001 dollars). When completed in six to ten years, the Antelope Valley projects will enhance the State Fair Park access, travel time, visibility, and aesthetics. The new six lane east-west and north-south roadways will allow patrons to safely go over the Burlington Northern Santa Fe railroad tracks and avoid the present day travel delays which amount to 5 hours out of every 24 hours. The new waterway will provide an attractive new look along the west edge of State Fair Park. The north-south roadway and waterway will enable a more dynamic “front door” entrance along N. 14th Street and Military Road, northwest of the Devaney Center. The east-west roadway will also create two new entrance points along the south border of State Fair Park.

Section D. Potential Solutions – Need to Implement an Alternative State Fair Concept

D1. Existing Conditions and Four Basic Alternative Concepts

The Partnering Committee first looked at the Existing Conditions of State Fair Park and concluded it was “crashing” on its present course. A new course or concept needed to be developed and implemented quickly, or else the State Fair will cease. The number of alternative concepts to help address State Fair Park and the other three primary operating areas are numerous. First, the Partnering Committee identified four basic alternative approaches:

- **Concept A--Bigger and Better State Fair**
- **Concept B--Similar Size (or Smaller) and Better State Fair**
- **Concept C--Mix and Match; Off-Site Campuses Alternative**
- **Concept D--No State Fair**

D2. Concept A

The Partnering Committee did not believe the Concept of a “Bigger Fair” was viable given economic realities. A bigger State Fair would need more than \$3 million of assistance per year and such a sum was not deemed realistic.

D3. Concept B Alternatives

Next, the Partnering Committee redefined and subdivided Concept B--Similar Size (or Smaller) and Better State Fair--into four sub-alternatives:

- Concept B1 – Similar Size (or Smaller) & Leaner Viable Fair at State Fair Park;
- Concept B2 – Joint State and Lancaster County Fairs at State Fair Park;
- Concept B3 – Joint State and Lancaster County Fairs at Lancaster County Events Center (N.84th Street & Havelock Ave.);
- Concept B4 – New State Fair; near Interstate 80 and the Mahoney State Park Interchange, Waverly Interchange, N. 56th Street Interchange or N. 27th Street Interchange.

D4. Comparison of State Fair Park under Concepts A, B1, B2, B3, B4, & D

The Partnering Committee next charted and summarized the State Fair’s Existing Condition, along with the Concept A, B1, B2, B3, B4 and D on Figure 5. The size of State Fair Park campus (251 acres) is intended to be illustrated spatially from the left edge to the right edge of the page and the boxes within a concept are also sized to show comparative differences between the different Concepts. Figure 5 illustrates that horse racing could either remain at State Fair Park or be relocated to near I-80 and the Waverly Interchange, N. 56th Street Interchange or N. 27th Street Interchange.

Section D
Figure 5

Present Condition at State Fair Park

Primarily State Fair Event Facilities	Year Round Multi Purpose Facilities	Horse Racing		Events Parking	Open Space
		Live Horse Racing	Simulcast Horse Racing		

Concept A – Bigger & Better Viable Fair at State Fair Park

Primarily State Fair Event Facilities	Year Round Multi Purpose Facilities 1. New 75,000+ Sq Ft Multi Purpose Exhibit Hall to replace 4-H and Industrial Arts Building 2. New _____ Sq Ft Multi Purpose Indoor Sports Complex developed by LPS/City/YMCA/UNL 3. New UNL Baby Devaney Center Arena & Weight Room Addition	Horse Racing		Events Parking	Open Space (Floodway)
		Live Horse Racing	Simulcast Horse Racing		
		1. New Grandstand Betting Facility 2. New One Mile Track with sports fields within the oval			
		Motel/Restaurant/Sports Lounge			

Concept B1 – Similar Size (or Smaller) & Leaner Viable Fair at State Fair Park

Primarily State Fair Event Facilities	Year Round Multi Purpose Facilities 1. New 75,000+ Sq Ft Multi Purpose Exhibit Hall to replace 4-H and Industrial Arts Building 2. New ____ Sq Ft Multi Purpose Indoor Sports Complex developed by LPS/City/YMCA/UNL	Events Parking <
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Section D

Figure 5

Concept B2 – Joint State and Lancaster County Fairs at State Fair Park

Primarily State Fair & County Fair Event Facilities	<p>Year Round Multi Purpose Facilities</p> <ol style="list-style-type: none"> 1. New 75,000+ Sq Ft Multi Purpose Exhibit Hall to replace 4-H and Industrial Arts Building 2. New ____ Sq Ft Multi Purpose Indoor Sports Complex developed by LPS/City/YMCA/UNL 3. County-wide Technical High School 4. New UNL Baby Devaney Center & Weight Room Addition 5. New Horse Arena 	Events Parking	Open Space (Floodway)
Alternative Use: Lancaster County Ag Society sells site to private sector for employment center purposes.			



Horse Racing Alternative			
Alternative Sites: I-80 at Waverly N. 56 th Street N. 27 th Street	Alternative: Assign Horse Racing to Third Party who reduces the number of live racing dates from 31 to 2 or 4 days	Live Horse Racing	Alternative: State Permits Expanded Gambling
		New Grandstand Betting Facility	
		New One Mile Track	



Concept B3 – Joint State and Lancaster County Fairs at Lancaster County Events Center (N.84th & Havelock Ave.)

Primarily State Fair & County Fair Event Facilities Alternative Use: State Fair Park Used for Concept C	Year Round Multi Purpose Facilities	Events Parking	Open Space (Floodway)
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Concept B4 – New State Fair - I-80 Interchange @ Mahoney State Park, Waverly, N. 56th Street or N. 27th Street

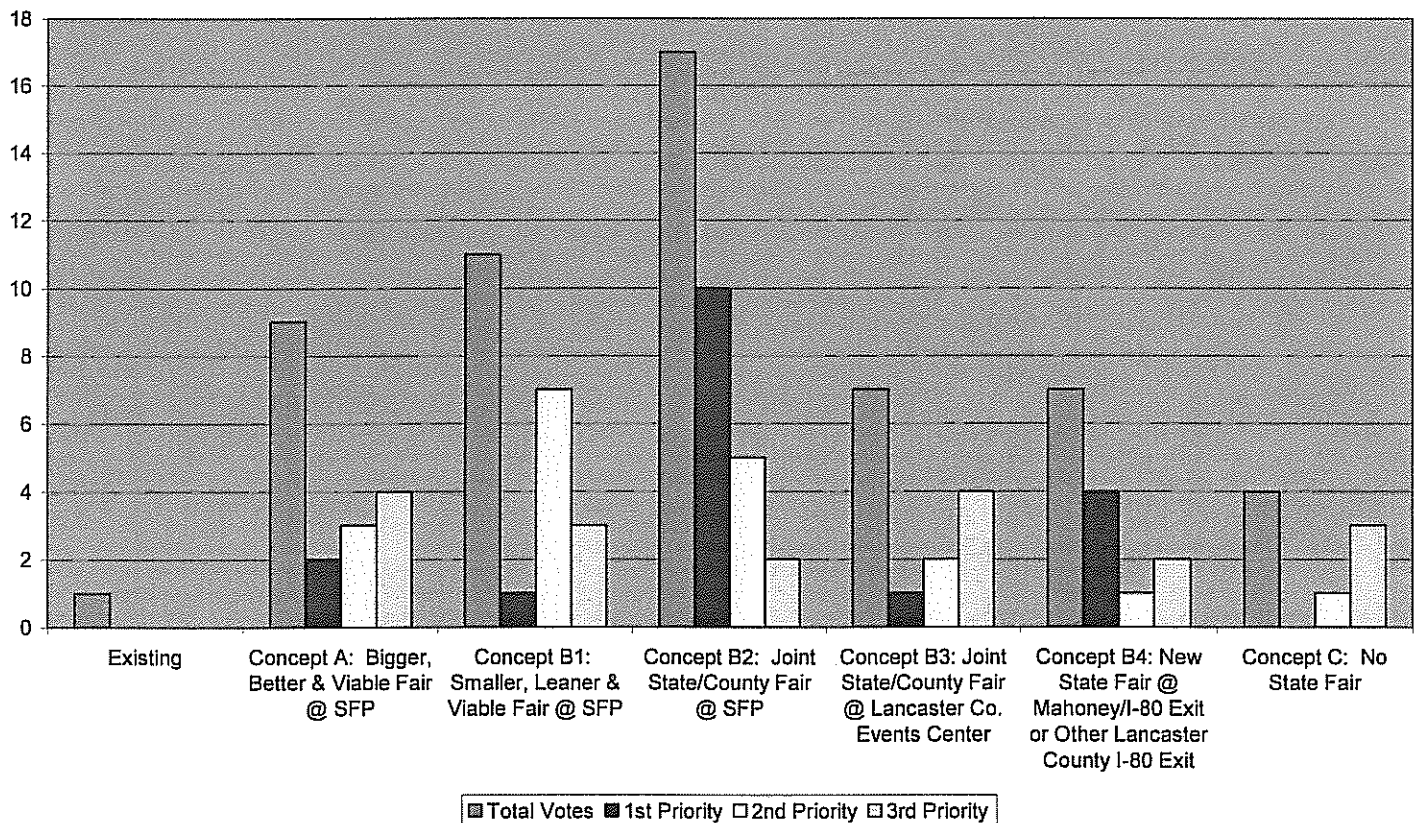
Concept C – Mix and Match; Off-Site Campuses Alternative -- generally involves other off-premise sites and therefore the State Fair Park portion was not illustrated.

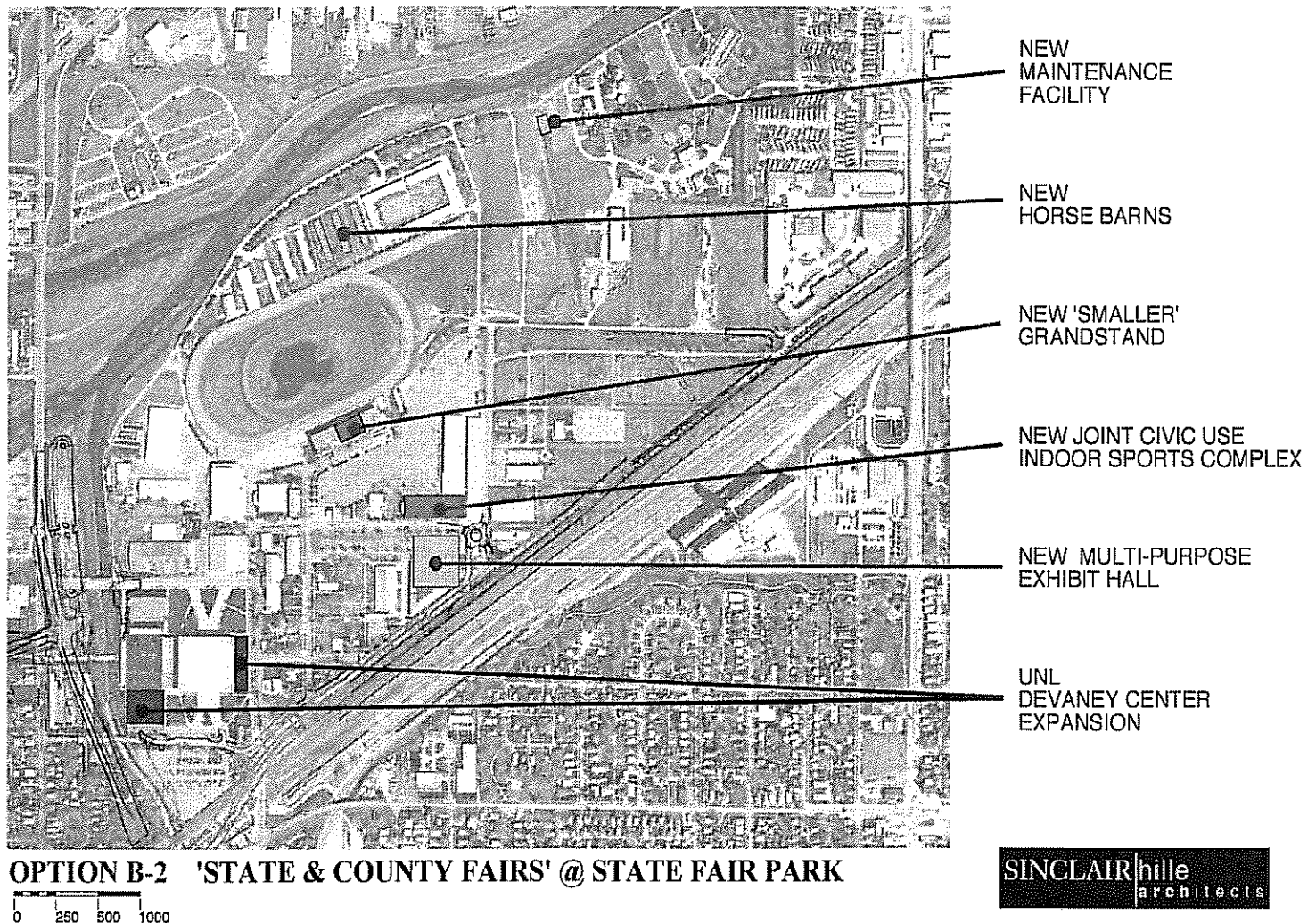
<p>University Purposes</p> <ol style="list-style-type: none"> 1. U of N Athletics Tennis New Baby Devaney Center & Weight Room Addition Student Recreation Student Housing Research & Development 	<p>UNL Parking</p> <p>Events Parking</p>	<p>Recreational & Park Purposes</p> <ol style="list-style-type: none"> 1. New ____ sq ft. Indoor Sports Complex developed by LPS/City/YMCA 2. New Outdoor Sports Complex developed by LPS/City/YMCA 	<p>Open Space (Floodway)</p>
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D5. The Committees Preference: Concept B2 - Joint State and Lancaster County Fairs at State Fair Park

The Partnering Committee reviewed and discussed the basic Concepts and expressed their strongest support for Concept B2 – Joint State and Lancaster County Fairs at State Fair Park. The Partnering Committee’s preferences for the basic Concepts are shown on Figure 6.

State Fair Park Process
Figure 11





D6. Concept C--Mix and Match; Off-Site Campuses Alternative

Through the discussion process other concept variations started to develop. The Partnering Committee defined the positive and negative attributes of the following off-site campuses and mix and match concepts:

1. Grand Island: Move State Fair to Grand Island
2. Omaha Convention Center: Move State Fair to Omaha
3. Mahoney Park Interchange Area: Move State Fair to Mahoney Park Interchange Area
4. Lancaster County Ag Society Events Center: N. 84th Street & Havelock Ave: Move State Fair to Lancaster County Ag Society Events Center.

5. State Fair Park: Move Lancaster County Fair back to State Fair Park (Concept B2)
6. Split Model #1: Move County Fair to State Fair Park; Move Horse Racing To (i) Lancaster County Ag Society Events Center or (ii) Interstate 80 Interchange (e.g., Waverly, N. 56th Street or N. 27th Street)
7. Split Model # 2: Move Agrarian State Fair Activities to Husker Harvest Days; Develop State Fair Park as a Urban Fair site

Section E. The No State Fair: Concept D

All reasonable community and statewide efforts should be made to help sustain the State Fair and its related land use activities. But for some citizens, determining the most viable alternative concept or location may require understanding the consequences of “No State Fair” and potential alternative land use patterns for State Fair Park without the annual State Fair. The Partnering Committee analysis the “No State Fair” Concept based upon the following considerations:

- Floodplain
- Infrastructure
- Access
- Security/Policing
- Historical Buildings
- Building Conditions
- Environmental Conditions
- Estimated Value of State Fair Park
- State Military Department Area
- State of Nebraska Land Disposal Policy
- Potential State Purposes
- Potential University Purposes
- Other Political Subdivisions Potential Purposes (federal and local governments).
- Private Sector Uses

Section F. Action Plan Summary

F1. Action Plan

The following is a summary list of the Partnering Committee’s recommendations:

1. **Update the Master Plan Immediately:** The State Fair Board needs to immediately refine and adopt a “glitz and pizzazz” programming plan.

Based upon the programming plan, update the buildings, facilities and infrastructure master plan accordingly.

2. **Build a New 75,000 Square Foot Multi-Purpose Facility:** The first needed building improvement to establish a major “place” 365 days a year is a 75,000 square foot multi-purpose exhibition/meeting facility. The new facility needs to replace the 4-H and Industrial Arts Buildings. The initial construction cost is estimated at \$9 to \$11.25 million.
3. **Build a New Livestock/Horse Arena:** Construct a new livestock/horse arena of approximately 37,000 square feet (150’ x 250’). The new facility should be heated and air conditioned, with a 100’ x 200’ arena concrete floor and portable bleacher seating for 2,500 patrons. The facility would be used for both the State Fair and off-season events. The estimated cost would be approximately 4.3 million (\$115 per sq. ft.).
4. **Build a New Grandstand and One Mile Race Track:** Build a nicer and smaller grandstand/simulcast betting facility (50,000 sq. ft. instead of the present 150,000 sq. ft. Grandstand) for horseracing, including a larger track (one mile length). A finer facility with proper amenities would increase betting revenue which could provide additional funding help to the State Fair. Replace the small 5/8th of a mile horse racing track with a new one mile track. Together, the new Grandstand and expanded track would cost approximately \$10 million.
5. **Build a New North 14th Street “Front Door” Entry Plaza and Parking Area:** The new Antelope Valley north-south road will enable a more dynamic “front door” entrance along North 14th Street and Military Road. A new front door image with quality parking will assist the entire State Fair Park campus, as well as the Devaney Center. The estimated cost is \$2.7 million.
6. **Upgrade the Infrastructure:** In the very near future, the State of Nebraska or State Fair Board will need to be investing an estimated \$10 million over the next 20 years or an average of \$500,000 annually. Otherwise, State Fair Board and the State run the risk of a major infrastructure failure, excessive repair costs, or serious liability or injury.
7. **Seek Legislative Approval for \$2 Million Annual Lottery Proceeds:** State Fair Board should immediately seek legislative approval of the \$2 Million Annual Lottery Proceeds strategy. This strategy entails a Constitutional Lottery Amendment, allowing State Fair Park to receive 10% split of the State’s Lottery proceeds or approximately \$2 million annually. Approximately 500,000 would be used to fund improved State Fair programming activities and the balance would be used to fund 20

years of debt service to fund approximately \$22 million of necessary capital improvements and repairs to buildings and infrastructure. _

8. **Seek Increase in Lodging Tax:** The State Fair Board should immediately seek the Lancaster County Board's approval to increase the Lodging Tax by one half of a percent, or \$225,000. In turn, the additional net tax proceeds should be allocated to State Fair Park to aid in the future capital needs of State Fair Park. This action would be a local match to the proposed \$2 million annual Lottery Proceeds.
9. **Complete the Antelope Valley Projects:** It is very important to State Fair Park's viability that the City and the other two Antelope Valley partners continue to fund and complete the Antelope Valley projects as soon as possible. When completed, the new roadways and waterway infrastructure next to State Fair Park will enhance the State Fair Park's access, travel time, visibility, and aesthetics. The completion of the Antelope Valley projects was the Partnering Committee's highest priority strategy to improve the presentation of State Fair Park.
10. **Raise Private Contributions:** Over the next ten years, the Nebraska State Fair 1868 Foundation should raise \$8 million to assist State Fair Park projected capital and programming deficits. The present campaign chaired by Governor Mike Johanns and First Lady Stephanie Johanns needs to be expanded and become part of the effort to obtain State support of the \$2 Million Annual Lottery Proceeds strategy.
11. **Horse Racing Industry Needs to Fund Approximately One Half of a New Horse Racing Facility:** In order for the State Fair to become viable, it appears that a new \$10 million racing facility could bring in needed revenue to State Fair Park. State Fair Board should consider asking its strategic ally, the horse racing industry, to fund approximately one half (\$5 million) of a new horse racing facility. With talk of horse racing combining forces with expanded gambling interest, it is hard to predict whether the horse racing industry will be willing to fund one half of a new horse racing facility at State Fair Park.

F2. Action Plan's Twenty Year Cash Flow Analysis

As a final step, the Partnering Committee tested whether the eleven Action Plan recommendations, if implemented, would theoretically solve the long term economic crisis of State Fair Park. The Partnering Committee requests the State Fair Park Staff to run a 20 year cash flow projection. Figure 7 below shows the accumulative cash flow after twenty years (Year 2025) based upon the average of the Best and Better Case. The twenty year model results suggest that State Fair Park would be economically viable and showing a positive cash position of \$5,705,193 assuming there is horse racing.

State Fair Park's Projected Cash Position in Twenty Years Figure 7	
Year 2025	Cash Balance
Average Accumulative cash flow after twenty years –With Horse Racing (Concept B2)	\$5,705,193
Average Accumulative cash flow after twenty years –Without Horse Racing (Concept B2a)	-\$29,923,332

Source: Nebraska State Fair Staff

Appendix 1

Members of the Partnering Committee

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